

Countywide Performance Measurement Program

Council Presentation by



SMG/Columbia Consulting Group

September 14, 2004

Performance Measure Program Purpose

- To Help Metropolitan King County Improve the Use of Performance Measures as an Assessment and Oversight Tool



Program Components

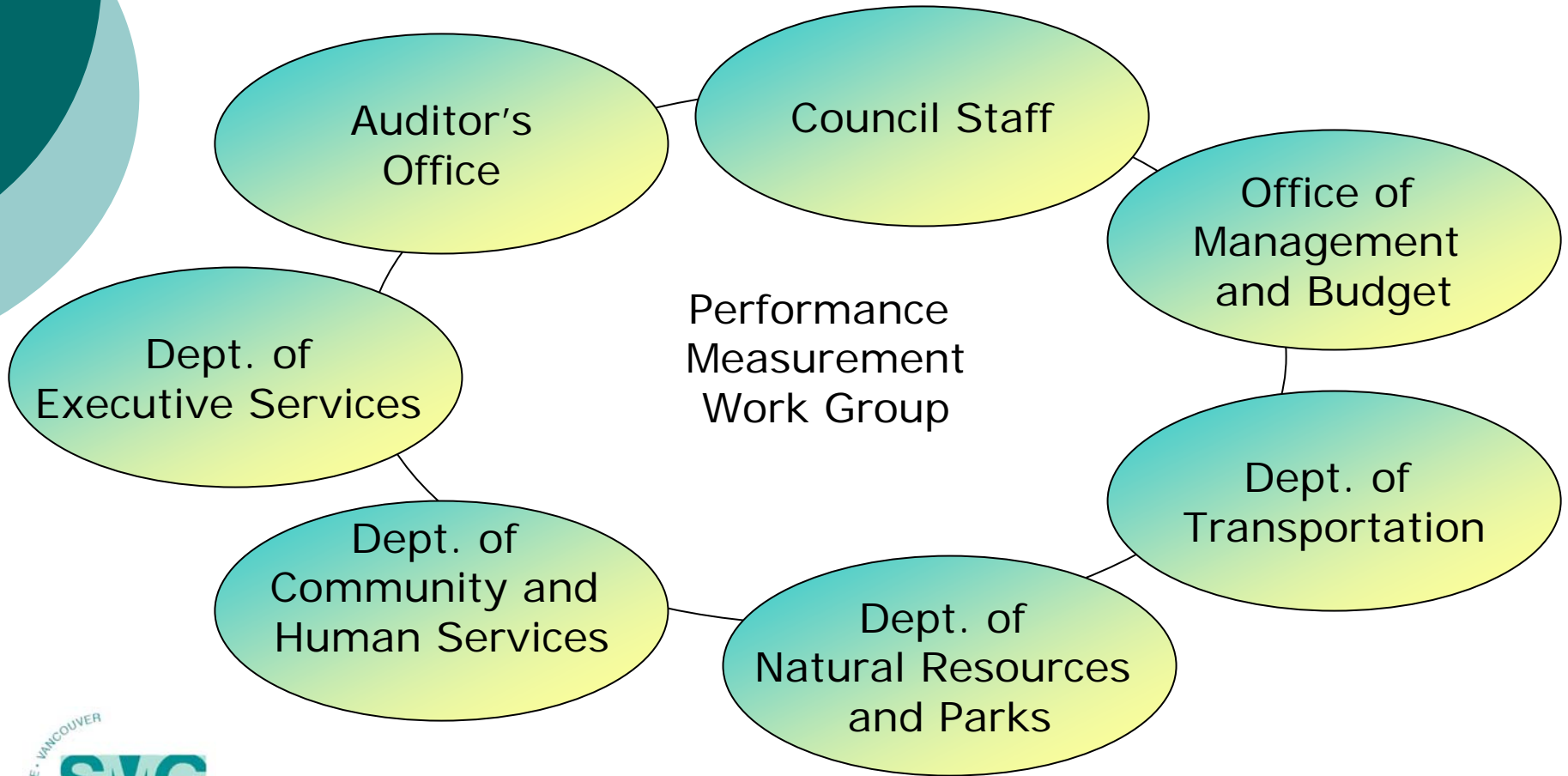
- Training tailored to Council and Audit staff needs
- Facilitation of the Performance Measurement Work Group



Major Accomplishments

- Executive and legislative branches developed a common vision for how business plans and performance measures could be designed to meet the needs of policy-makers.
- Developed guidelines for reviewing business plans and performance measures. The guidelines clarify how performance measures can be used as an oversight tool and applied in resource decisions.
 - Guidelines were published with the 2005 OMB budget instructions.
- Analyzed and provided feedback on 4 Department Business Plans and Performance Measures.
- Identified specific opportunities for further improving the County's business planning and performance management processes.

Performance Measurement Work Group Recommendations



Work Group Recommendation #1

Focus on Capacity Building & Support

- Help departments build sustainable planning and performance measurement processes
- Provide:
 - Access to expertise
 - Education
 - Performance measurement training in the standard supervisory training curriculum
 - Opportunities to share knowledge across divisions/departments
 - Encouragement for integrating performance measures into the culture and management expectations
 - Feedback to departments from Council and OMB before/after the budget cycle

Work Group Recommendation #2

Balance Expectations with Resource Availability

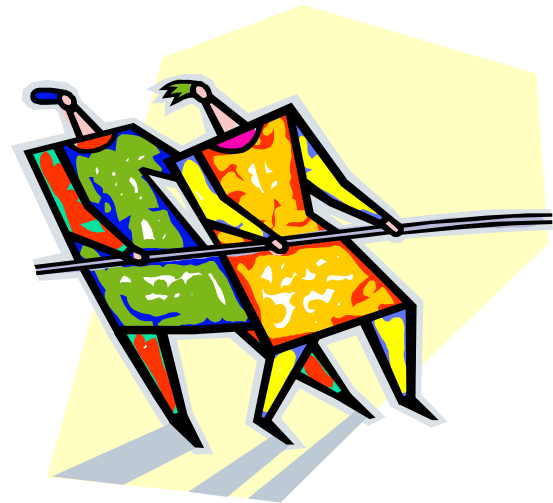
- Improving business plans and performance measures requires investments of expertise, time, and technology while departments are facing declining funding levels
- The rate of improvement is determined by resources available



Work Group Recommendation #3

Develop a Countywide Framework

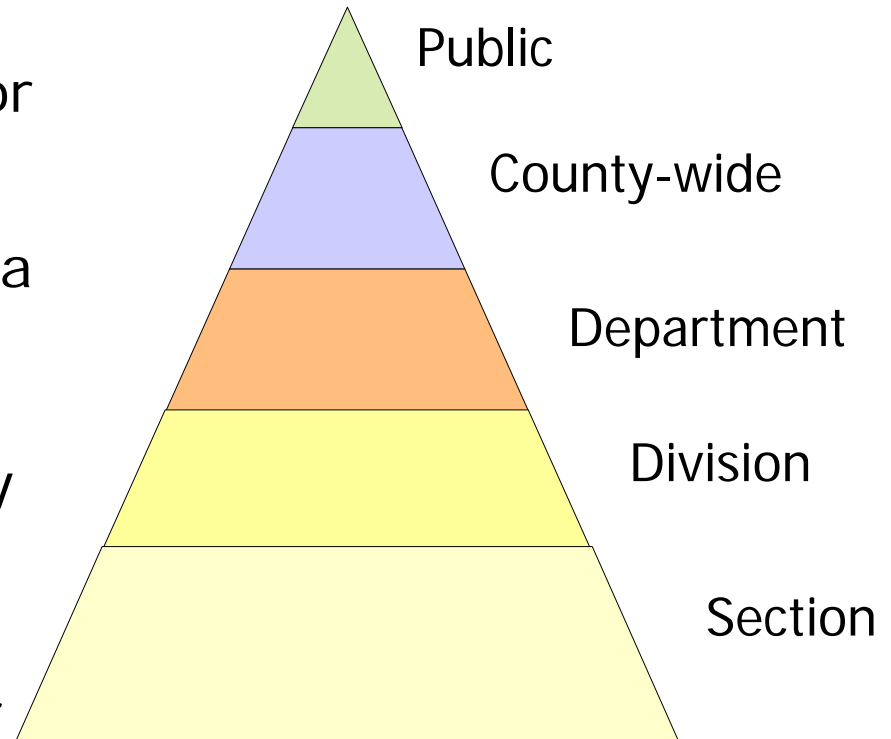
- Collaboration produces superior strategies for performance improvement
- Develop County priorities for budget and policy
- Develop a County strategic plan to promote alignment and strategic thinking



Work Group Recommendation #4

Manage the Detail

- Develop more concise outcomes measures for policy-makers
- Work toward creating a hierarchy of measures for appropriate purposes with sustained emphasis by County leadership
- Promote improved measures with regular feedback among Council, OMB and the departments



SMG's Recommendation #1

Reallocate Resources to Create a Sustainable Process

- If creating effective and sustainable business planning, performance measurement, and budgeting processes are priorities – adequate resources are needed to support it
- If resources are limited – they should be allocated according to County priorities
- Processes based on inadequate resources are typically inefficient and focus on deliverable production rather than developing strategic thinking or promoting cultural change



SMG's Recommendation #2

Integrate Planning and Measures in Daily Management Processes

- Planning and performance measurement should be “what we do” not “something extra”
- Integrate performance measurement into management processes by:
 - Providing training for supervisory staff
 - Assigning accountability for using measures to manage at all levels
 - Providing departments with feedback from Council and OMB to improve measures
 - Reward those that do manage with measures

SMG's Recommendation #3

Build on the Work Group's Progress

- The Work Group developed a common understanding and guidelines that should help eliminate confusion, conflicting messages and wasted effort
- Build on this success by maintaining a collaborative work group that is expanded to include representatives from agencies with elected official leadership
- Create a common County vision for planning and performance measurement that is shared by everyone involved

Conclusions

- Be proud of the progress the County has made
- If the County wants to develop a sustainable planning and performance management culture that yields measurable results – more work needs to be done
 - Create a common vision
 - Develop a work plan with task and deliverables assigned to individuals

Conclusions - continued

- The rate of progress towards a sustainable culture of performance improvement directly relates to:
 - The priority and accountability assigned to the effort by County leadership
 - The resources directed to supporting staff participation, gaining access to expertise, and improving technology

